

1. KPA Infrastructure & Use of ECU Resources for Successful Implementation

The Kentucky Principals Academy will be a targeted and continuous professional growth experience designed specifically to address the needs and issues faced by KY's school leaders, and to promote and sustain research-based leadership practices that produce excellence and equity in P-12 outcomes. Program delivery will be dynamic and efficient, harnessing the Nation's and the Commonwealth's best leaders and trainers and leveraging the infrastructure of Eastern Kentucky University (EKU) to expand instructional leadership capacity and improve student achievement.

The proposed model consists of a two-week summer training session and a two web-based training sessions during each of the fall and spring semesters. Training sessions will assist Academy fellows in developing and enhancing their capacity for effective leadership. In addition to these trainings and support for skill and content acquisition, KPA fellows will be supported in applying leadership skills and strategies in their school settings by a mentor team consisting of a university faculty member from the fellow's region and a successful public school leader from the same region.

As host institution, ECU will provide the resources needed to support the infrastructure of the KPA: office space, partial salary support, clerical personnel, technology, and other material and human resources to support the Executive Director's position; physical, technical, and human resources to host the summer and midyear sessions; and resources to facilitate ongoing communication and access to relevant materials in electronic formats. Key elements of this infrastructure are detailed below:

Support for the Executive Director's position - The Executive Director (ED) will be housed in a private office in the Bert Combs Building on the ECU campus, which

houses the offices of the College of Education and offers immediate access to the College Dean, Department Chairs, and faculty, staff and related resources. The central location of the Combs Building provides easy access to other university resources, including university administration, the library, and other programs. There is ample parking adjacent to the building, and the new fitness center is within walking distance.

- The Executive Director's salary and fringe benefits (totaling \$104,000) will be supported via a one-to-one match between ECU and KPA funds.
 - Administrative support to the ED will be provided by an Operations Specialist (OS), a position that is of a more advanced nature and requires detailed knowledge and familiarity with support services including, contracts, budgets, and project management. The incumbent is expected to work independently and rarely require supervision. The OS will also be located in the Combs Building with convenient access to the ED's office.
 - The OS's salary and fringe benefits (totaling \$39,600) will be supported via a one-to-one match between ECU and KPA funds.
 - The Executive Director's office and Operation Specialist's office will each be equipped with a multi-line/multi-function telephone with conference call capability; a notebook personal computer, docking station, printer; and other peripherals.
 - Day-to-day technology assistance and support for the Executive Director and Operational Specialist will be provided by professional staff from ECU's Information Technology and Delivery Services (www.itds.ecu.edu), located in the Combs Building.
- Support for multi-day training sessions and ongoing communication/collaboration -
- Multi-day training sessions will be conducted in the Carl D. Perkins Conference Center (<http://ceo.ecu.edu/events/>). The Conference Center offers large multi-purpose

rooms, spacious registration areas, unrestricted parking, an internet ready computer lab, classrooms, audio and video equipment and technical support. ECU's Conferencing staff serve the University as well as businesses, other agencies, and the community by planning and coordinating facilities and services for conferences, workshops, seminars, fairs, expositions, banquets, receptions, campus and much more.

- Media and related support for the multi-day training sessions and ongoing collaboration will be provided by the ECU Media Production Center (MPC) (<http://www.mpc.ecu.edu/>). The MPC will provide website development, video production, streaming video, podcasting, video recording of key trainings, and DVD summative tools produced and reproduced as needed. Unique in the state of Kentucky, the ECU-MPC's team of seventeen professionals provides a complete spectrum of broadcast-quality services, from instructional design through pre-production, production, post production editing and graphics, media duplication and/or other forms of delivery such as satellite, streaming video, and podcasting.

- Accommodations for Academy fellows and trainers will be at the Hampton Inn (www.hamptoninn.com), located approximately 1 mile from the ECU campus.

- VIP accommodations will be at the Bennett House Bed and Breakfast (<http://www.bennethousebb.com/>), located less than 1 mile from the ECU campus.

- Meals during the academy work sessions will be provided by ECU Catering (<http://www.ekudining.com/Catering/EKU%20Campus%20Catering%20Guide.pdf>) and will provide a wide variety of quality choices. Dinners will be provided by a combination of area restaurants, Arlington Country Club and catering as required by the schedule.

- Academy fellows will receive a guest pass to the ECU Fitness Center

(<http://www.campusrec.eku.edu/facilities/index.html>) for use during their stay in

Richmond. The Center is a state-of-the-art facility with a full line of weight and fitness equipment, an indoor track, multipurpose gymnasiums, a climbing wall, a group exercise room, locker rooms and a lounge with computers and a big screen television.

- Academy fellows will also receive a guest pass to the Arlington Association and Country Club (<http://www.arlington.eku.edu/>) for use during their stay in Richmond. The Arlington Association operates as a non-profit corporation to promote close relationships among faculty, staff, students, alumni and friends of ECU. The club rests on 193 acres with a beautiful three story mansion serving as the main dining area and also has a rustic catering facility known as the Mule Barn. An 18-hole championship golf course, tennis, and swimming are available.

Technology Support - Technology support for the multi-day training sessions and ongoing collaboration will be provided by ECU's Office of Information Technology and Delivery Services (www.itds.eku.edu). Specifically, ITDS will provide expertise, leadership and ongoing support for the use of Blackboard, which will serve as the platform for synchronous and asynchronous communications, as well electronic storage that will allow access to written, audio, and video files that will support KPA activities. ITDS staff will also be available during the on-campus sessions to assist fellows with any issues related to the wireless notebook computers that will be made available to them during the Academy session. ITDS staff will also be available to provide web-based support for technology questions and issues that arise during ongoing collaboration activities.

Other resources - In addition to resources specifically requested in the RFP, each of the

following ECU-based programs has committed to support the proposal and is prepared to make a significant contribution to the success of the KPA:

- The South East/South Central Educational Cooperative

(http://www.coe.eku.edu/field_services/) has expertise in the delivery of professional development to teachers and administrators in its service region comprising 24 districts serving over 125 schools and 50,000 students. Professional development was the principal reason for the Co-Op's creation as an outgrowth of KERA, and it continues to be the central service offered to its member districts and others across the state. Of specific interest to the KPA, the SE-SC Co-Op can assist with the identification of resources—material and human—that can support the KPA agenda; the Co-Op can also support KPA efforts by providing logistical support and expertise in the area of professional development service delivery.

- Established through House Bill 330 in the 1998 General Assembly, the KY Center for School Safety (<http://www.kysafeschools.org/>) was established to create safe, secure learning environments where all children can successfully achieve. The Center is a collaborative partnership that brings together a dynamic blend of experience and expertise in project management and the provision of training and technical assistance to education, human service and justice professionals. Of specific interest to the KPA, the Center for School Safety can provide expertise in the crucial area of professional development to support developing and maintaining safe and healthy educational environments where the potential for effective teaching and learning can be realized.

- The KY Educational Collaborative for State Agency Children

(<http://www.kecsac.eku.edu/>) works with 52 school districts, some 106 programs, and

four State agencies to enhance the delivery of education services to at-risk and delinquent youth in residential and day treatment programs. Of specific interest to the KPA, KECSAC can provide expertise in working with historically low-achieving students to support increased equity in academic outcomes (e.g., sharing strategies for closing achievement gaps and reducing novice outcomes).

Letters of support from these organizations are attached (see Attachment B). An asset map depicting the location of identified programs, services and other resources is attached (see Attachment A). Descriptions of other programs and organizations that have pledged their support are included in the section of the proposal outlining collaboration efforts.

2. Evidence Of Strong Institutional Support

EKU and the College of Education fully embrace the opportunity to host the KPA and offer their full support for the objectives of the program. Letters of support from university and college administrators are included in Attachment B. Faculty from educational leadership and other appropriate disciplines, as well as public school leaders, are well-positioned to contribute to the KPA as directed by the Executive Director. Following are key resources that will be leveraged to support the KPA:

- The ECU Department of Educational Leadership and Policy Studies

(<http://www.education.ecu.edu/edleadership/>) provides instruction, consultation, and scholarship that focus on defining and resolving problems of professional practice in a diverse and pluralistic society. The faculty: promote ethical decision making, are student-and client-centered, incorporate emerging technologies and alternative delivery mechanisms, engage authentic assessment, and emphasize the educational value of

clinical experiences. Of particular relevance to the KPA, nine highly qualified full-time faculty members—all with terminal degrees and P-12 leadership experience—are available to contribute as directed by the Executive Director.

- The ECU College of Education (<http://www.coe.eku.edu/>) is dedicated to preparing the highest quality educators and related professionals for Kentucky and beyond. Graduates from its programs integrate content, effective pedagogical skills, and dispositions that foster life-long growth and learning. Of particular relevance to the KPA, and in addition to the department Educational Leadership and Policy Studies, the departments of Curriculum and Instruction, Counseling and Educational Psychology, and Special Education possess material and human resources that will contribute the goals of the KPA.

- Eastern Kentucky University's President, Joanne Glasser, and Provost, Rodney Piercey, have expressed their support and commitment to this initiative and make available the wealth of resources described in the proposal. Additionally, ECU Administration fully supports the Dean's decision to exceed the cash match requirement.

- The College of Business and Technology has expressed support for ECU's proposal to become host for the KPA. Of special interest to the KPA is the College's offer to assist the ED in developing and implementing leadership training opportunities for fellows of the KPA.

With regard to support from public school leaders, ECU has allocated resources and forged partnerships to create multiple parallel and coordinated avenues for the co-design and co-delivery of professional development for teachers and administrators. As

part of the statewide initiative for educational leadership redesign, ECU has identified and recruited educators with a demonstrated knowledge of P-12 education issues and a passion for getting students to meet high achievement standards, and collaborated with those leaders in carrying out the work outlined in HJR 14 through the processes developed by the Southern Regional Education Board. The South East/South Central Educational Cooperative brings to the process abundant experience in co-designing and co-delivering professional development opportunities (e.g., monthly instructional leadership academies for principals in their service region). The SE-SC Co-op also has extensive experience in forging partnerships with service providers and educational leaders in other regions (e.g., Central Kentucky Educational Cooperative) and in developing and implementing programs that serve the entire commonwealth (e.g., hosting a statewide diversity conference and bringing national speakers/trainers—e.g., Rita Pierson—to ECU to work with faculty and public school leaders). Please see various letters of Support from other Educational Cooperatives in Attachment C.

3. Collaboration Among Stakeholders in the Preparation of School Leaders

The program model proposed by ECU emphasizes collaboration throughout the process of developing and implementing the KPA. The model includes: 1) a two-week summer training session in Richmond, drawing on the resources of ECU, other IHEs, state and national support agencies, and national speakers/trainers; 2) two one-day web-based meetings per semester, with fellows and mentors participating from regional sites; 3) ongoing support from the mentor team to assist fellows in processing and applying content and skills and 4) a targeted school improvement incentive grant that will assist fellows to initiate improvement efforts in their schools.

As directed by the Executive Director, all 11 higher education institutions offering educational leadership programs will be involved in program delivery. Support agencies within the Commonwealth—e.g., the Kentucky Department of Education, the Kentucky Association of School Councils, the Kentucky Association of School Administrators, the Education Professional Standards Board—will also contribute, as will regional and national support agencies—e.g., the National Association of Secondary School Principals, the National Council of Professors of Educational Administration, the Rural School and Community Trust.

Kentucky's higher education institutions, support agencies, and practicing educational leaders will join national education leaders in delivering content during the multi-day training sessions and the ongoing communication and collaboration. Specifically, individuals and groups identified as content experts will be engaged in the delivery of professional development activities focused on leadership to improve student achievement, and will be deployed as part of mentor teams to work with Academy fellows during the time between multi-day training sessions. Other individuals and groups identified as experts in areas related to delivery logistics (e.g., Kentucky Educational Television) may be involved in content delivery and other communication efforts. The mentor team's role is a crucial element in the proposed program model, representing key opportunities for collaboration between and among higher education institutions and public school leaders.

The proposed model consists of a two-week summer training session and two one-day training sessions during each of the fall and spring semesters. The multi-day training sessions will involve state- and nationally-recognized speakers/trainers to

engage Academy fellows in developing and enhancing capacity for effective leadership (with specific topics to be developed collaboratively by stakeholders from across the Commonwealth under the leadership of the Executive Director and guidance of the Advisory Board). During the school year, training and content delivery will continue through the use of various electronic media (i.e., synchronous and asynchronous communication using Blackboard, podcasting, videoconferencing, etc.). In addition to these ongoing trainings, Academy fellows will be supported in applying newly developed and/or enhanced leadership capacities in their school settings by a mentor team that will consist of a university faculty member from the fellow's region and a public school leader from the same region. The public school leader will be identified based on a track record for increasing excellence and equity in student academic outcomes. The mentor teams will work collaboratively with each other, with support agencies, and with the ED to ensure alignment with program objectives.

The home school of each Academy fellow will receive a \$4,000 grant to be used in implementing a targeted school improvement initiative. The mentor team will assist the fellow in developing, implementing, and evaluating the improvement plan. The Executive Director will evaluate the plans to ensure that they are aligned with school improvement objectives and the goals of the KPA.

This model is aligned with multiple aspects of HJR 14. The model will provide training sessions that will build capacity for leadership that is effective in improving student achievement (sections 3.g, 4.c,d). The model will provide field-based experiences that allow fellows to apply competencies, knowledge and skill sets in actual settings and with targeted feedback to ensure continual improvement (sections 3.d, 4.f).

The model requires fellows to identify a problem and develop a research-based plan for addressing that problem, and provides financial (the targeted school improvement grant) and human (the mentor team and the broader KPA organization) resources to support its development, implementation, and evaluation (sections 3.h, 4.e). Moreover, HJR 14's central themes of collaboration and co-design/co-deliver are emphasized through the development and implementation of the proposed model.

Several external agencies (not otherwise described in sections 1 and 2 of the proposal) will be providing support to implement the model described above. These agencies include:

- The Kentucky Association of School Councils (<http://www.kasc.net/>) is a nonprofit membership organization supporting school councils as they work to help students succeed. As part of their mission, they develop and deliver a wide range of workshops, professional development, products, tools and informational updates on a variety of topics related to council responsibility and school proficiency. Specifically, KASC will work with the Executive Director to provide training, resources and support for principals in the program)
- Kentucky Educational Television (<http://www.ket.org/>) brings hundreds of hours of instructional programs and professional development seminars to Kentucky schools each year. KET is widely acknowledged as the premier producer of video instruction in adult basic skills and workplace education. These products as well as instructional videos on a variety of other subjects are marketed by KET Enterprise. Specifically, KET is prepared to support the curriculum content developed for the KPA with the production of a high-quality principal's training series.

- The Collaborative for Teaching and Learning (CTL) (<http://www.ctlonline.org>) has extensive experience in design and development of effective leadership initiatives. As the name implies, CTL strongly believes in the value of collaboration and the strength multiple partners can bring into an initiative. CTL President, Dr. Deborah Walker, is a coauthor of the award-winning book The Constructivist Leader which is used as primary text in many university leadership preparation programs. CTL's partnership greatly enriches the proposed KPA and systematically embeds collaboration into the model.

- The Kentucky Association of School Administrators (<http://www.kasa.org/>) is dedicated to serving school administrators throughout Kentucky through advocacy, professional development, research and leadership. Its mission as the unified professional organization representing Kentucky's education leaders includes professional development of strong leaders, advocacy for the welfare of children, and effective participation in shaping education policy. Specifically, KASA will work to provide resources that contribute to the success of the academy (i.e. identify trainers and materials, connect the Academy to practitioners who can serve as mentors, and offer support services and logistical assistance).

- The Kentucky Association of School Superintendents (KASS) has committed to support the initiative among KASS membership and to encourage their full support of the academy.

- The National Association of Secondary School Principals (<http://www.principals.org>) is the preeminent organization of and national voice for middle level and high school principals, assistant principals, and aspiring school leaders from across the United States and more than 45 countries around the world. The mission of NASSP is to

promote excellence in school leadership. Of particular interest to the KPA project, NASSP has developed an online skills assessment that could be used within the context of the program to help Academy fellows in developing individual growth plans. Specifically, NASSP will promote professional development individualized on the basis of professional skills diagnosis, provide professional development to Academy staff and presenters on a wide variety of professional development strategies to enhance the capacity of the Academy.

- The National Council of Professors of Educational Administration

(<https://www4.nau.edu/cee/orgs/ncpea/>) is committed to serving the interests and needs of professors of educational administration and practicing school leaders. Of particular value to the KPA is the NCPEA-supported *Connexions* project

(<http://www.connexions.soe.vt.edu/>), a free on-line library of electronic resources related to educational leadership. *Connexions* will serve the KPA not only as a resource to support program delivery, but also as a format for sharing results and successes from the program within a collegial setting.

- The Rural School and Community Trust (www.ruraledu.org) is the leading national nonprofit organization addressing the crucial relationship between good schools and thriving rural communities. Specifically, the Rural Trust will provide professional development services and materials geared toward enhancing leadership capacity and technical support for research initiatives designed to improve policy and practice in Pre-K-12 educational settings across the Commonwealth).

Letters of support from key agencies identified above are included in Attachment C.

4. KPA Budget Outline

A. Direct Administrative Costs

| | CPE | EKU Cash | EKU In-kind |
|---|-----------------|-----------------|----------------|
| <i>1. Personnel & Related Expenses</i> | \$71,800 | \$71,800 | \$0 |
| Salaries & benefits for the Executive Director & Operations Specialist (split 50/50) | | | |
| <i>2. Office Equipment set up & Supplies</i> | \$4,500 | \$4,500 | \$0 |
| Includes office furniture & computer equipment for two offices at start-up, split 50/50 | | | |
| <i>3. Travel for Executive Director</i> | \$5,000 | \$5,000 | \$0 |
| Includes funding for travel to regional sites, as needed, split 50/50 | | | |
| Total Direct Administrative Costs | \$81,300 | \$81,300 | \$0 |

B. Training Costs

| | | | |
|--|------------------|----------------|----------------|
| <i>1. Consultant Fees</i> | \$143,800 | \$0 | \$0 |
| Funding for a variety of speakers including nationally recognized experts, facilitators for week-long sessions & regional & local subject experts. Includes funding (\$100K) for mentor teams for fellows. | | | |
| <i>2. Training Materials</i> | \$57,500 | \$0 | \$0 |
| Funding provides for actual print materials, an ipod for each fellow & media production for use by KPA | | | |
| <i>3. Lodging</i> | \$32,780 | \$0 | \$0 |
| Funding provides for lodging for fellows, speakers & VIP guests | | | |
| <i>4. Meals</i> | \$32,000 | \$0 | \$0 |
| Funding allocated at \$50/day for an average of 40 people, for meals during Academy & other mtgs | | | |
| <i>5. Training Facility</i> | | \$2,500 | |
| Ample space for large meeting & break-out sessions in Perkins Conference Facility on EKU's campus | | | |
| <i>6. Training Equipment</i> | | | \$1,900 |
| Funding shown is an in-kind valuation of 25 wireless laptop computers for use by fellows during Academy | | | |
| Total Training Costs | \$266,080 | \$2,500 | \$1,900 |

C. Other Costs

| | | | |
|---|------------------|------------|------------|
| <i>1. Targeted School Enhancement Incentive Grants</i> | \$100,000 | | |
| Funding is requested to offer a \$4,000 grant to each fellow for an identified school enhancement project | | | |
| <i>2. Field Trips</i> | \$2,500 | \$0 | |
| Funding requested to provide field trip (chartered bus, etc). | | | |
| Total Other Costs | \$102,500 | \$0 | \$0 |

D. Other Staff & Resources supporting the KPA

| | | | |
|--|------------|------------|----------------|
| <i>1. Institutional Support</i> | | | |
| Including: clerical support; general administration at university, college & department levels; custodial services; Libraries; telephone; office space; internet usage; utilities; office equipment; & routine office supplies. (based on federally-negotiated F&A rate) | | | |
| <i>2. College Support during Academy</i> | | | \$3,840 |
| Reassigned time of student workers in weeks before, during & after Academy to provide support for ED in preparing materials, responding to technical and administrative needs at Academy, etc. | | | |
| Total Other Staff & Resources Supporting the KPA | \$0 | \$0 | \$3,840 |

| | | | |
|--------------------|------------------|-----------------|----------------|
| GRAND TOTAL | \$449,880 | \$83,800 | \$5,740 |
| | CPE | EKU- Cash | EKU-in kind |

5. Letters of Support/Organization of Attachments

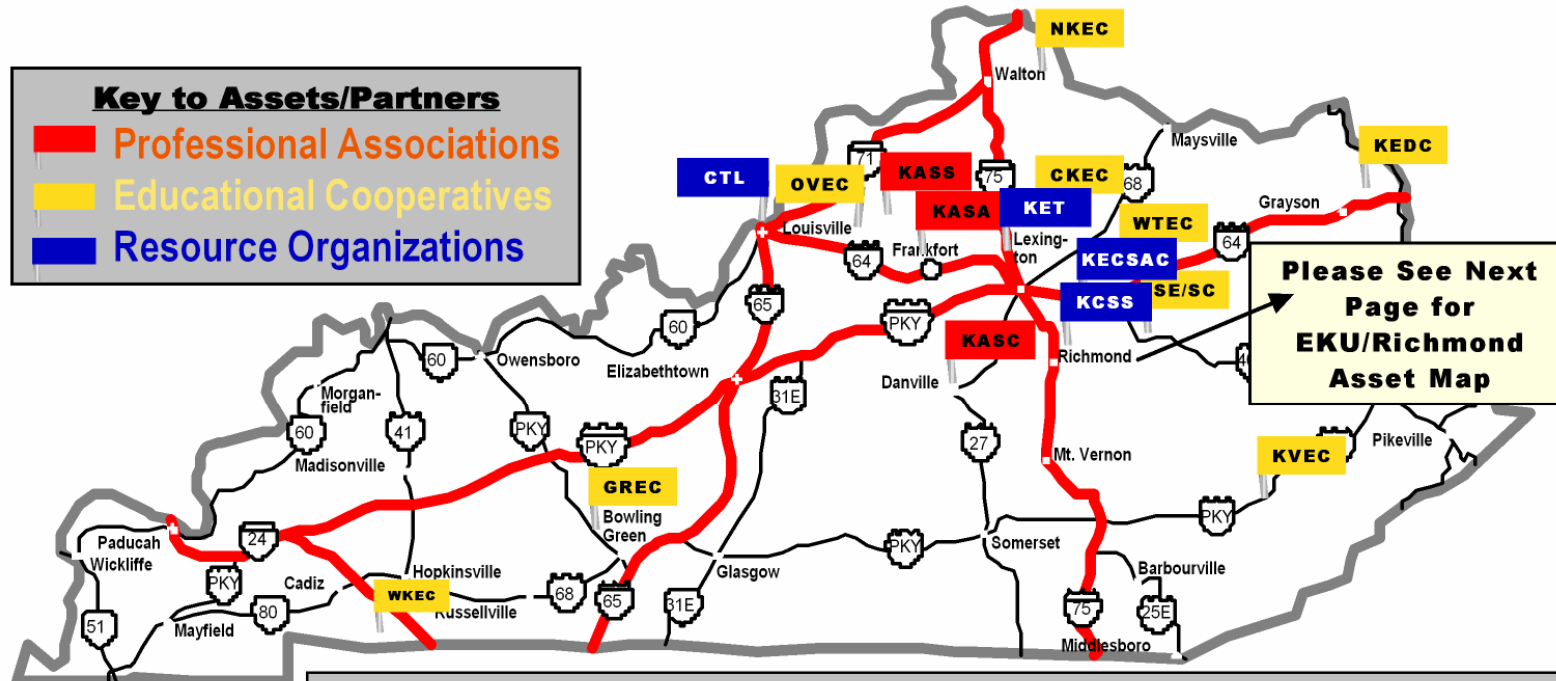
- Attachment A - Asset Map
 - State Level
 - Local
- Attachment B - Internal Letters of Support
 - Eastern Kentucky University
 - The College of Education
 - The Department of Educational Leadership & Policy Studies
 - The College of Business and Technology
 - The Kentucky Educational Collaborative for State Agency Children
 - The SouthEast/SouthCentral Educational Cooperative
 - The Kentucky Center for School Safety
- Attachment C - External Letters of Support
 - The Kentucky Association of School Councils
 - Kentucky Educational Television
 - The Collaborative for Teaching and Learning
 - The Kentucky Association of School Administrators
 - The Kentucky Association of School Superintendents
 - The National Association of Secondary School Principals
 - The National Council of Professors of Education Administration
 - The Rural School and Community Trust
 - Various Educational Cooperatives

Attachment A

Asset Maps

Asset Map

Eastern Kentucky University as KPA Host Institution



Out of State Assets

- █ **NCPEA**
Flagstaff, AZ
- █ **RSCT**
Arlington, VA
- █ **NASSP**
Reston, VA

| Key to Acronyms | |
|---|---|
| CKEC - Central KY Ed Coop | KEDC - KY Educational Development Corporation |
| CTL - The Collaborative for Teaching and Learning | KVEC - KY Valley Ed Coop |
| GREC - Green River Ed Coop | NASSP - Nat'l Assn of Secondary School Principals |
| KASA - KY Assn of School Administrators | NCPEA - Nat'l Council of Professors fo Educational Administration |
| KASC - KY Assn of School Councils | NKEC - Northern KY Ed Coop |
| KASS - KY Assn of School Superintendents | RSCT - Rural School and Community Trust |
| KCSS - Kentucky Center for School Safety | SE/SC - SouthEast/SouthCentral Ed Coop |
| KECSAC - KY Educational Collaborative for State Agency Children | WKEC - West KY Ed Coop |
| KET - KY Educational Television | WTEC - Wilderness Trail Ed Coop |

[illegible]

Attachment B

Internal Letters of Support



EASTERN KENTUCKY UNIVERSITY

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Office of Academic Affairs
Provost and Vice President for Academic Affairs
rodney.piercey@eku.edu
www.eku.edu

CPO 30A, 108 Coates Building
521 Lancaster Avenue
Richmond, Kentucky 40475-3102
PHONE: (859) 622-3884
FAX: (859) 622-8136

April 27, 2007

William Phillips, PhD
Dean, College of Education
Eastern Kentucky University
521 Lancaster Ave
Richmond KY 40475

Dear Dr. Phillips,

Eastern Kentucky University is proud to offer support and commit resources to your effort to become the Kentucky Principals' Academy host institution. Since 1906 EKU has served the Commonwealth by preparing first-rate teachers and leaders for its schools. Continuing in that role by supporting this statewide enterprise to improve P-12 student learning through specialized professional development for public school principals is among the top priorities for EKU.

We have great confidence that choosing EKU, the College of Education and the Department of Educational Leadership and Policy Studies to host the KPA would be the right choice. Richmond and EKU pair a 'small-town feel' with the easy access afforded by I-75. Academy fellows will find our facilities to be top-notch, easy to find and with accessible parking.

We make available the wealth of resources described in the proposal and fully support the Dean's decision to exceed the cash match requirement. The objectives of the KPA are so closely aligned with initiatives within EKU that in the event that EKU is not successful in its competition to be the host institution, we would be a willing partner in this initiative. Please let me know if you require further assistance.

Sincerely,

A handwritten signature in black ink that reads "Rodney B. Piercey".

Rodney B. Piercey
Provost and Vice President of Academic Affairs



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William Phillips, Ed. D
Office of the Dean
College of Education

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Phone: (859) 622-1175 Fax: (859) 622-5061
bill.phillips@eku.edu

April 23, 2007

Council on Postsecondary Education
1024 Capital Center Drive
Frankfort KY 40601

To Whom It May Concern:

On behalf of Eastern Kentucky University's (EKU) College of Education, I am writing in support of the application for EKU to become the host institution for the Kentucky Principals' Academy (KPA). I have confidence that EKU, its College of Education and its Department of Educational Leadership and Policy Studies are particularly well-positioned to serve as host and support the objectives of the KPA.

As Dean of the College, I am prepared to commit resources in excess of the dollar-for-dollar match required in the RFP. I look forward to the opportunity to contribute to the effort and to collaborate with the institutions, agencies and partners who have committed support to this initiative.

I will ensure that the Executive Director and KPA staff have the tools needed to support the activities of the KPA and meet KPA objectives. While I am particularly supportive of the academy being located at EKU, I am also committed to supporting this initiative regardless of the host institution.

Sincerely,

A handwritten signature in black ink, appearing to read 'W. Phillips', written over the word 'Sincerely,'.

William Phillips
Dean, College of Education



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EASTERN KENTUCKY UNIVERSITY

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Robert Biggin, Acting Chair
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April 24, 2007

William Phillips, PhD
Dean, College of Education
Eastern Kentucky University
521 Lancaster Ave
Richmond KY 40475

Dear Dr. Phillips,

On behalf of EKU's Department of Educational Leadership and Policy Studies, I am writing in support of the application for EKU to become the host institution for the Kentucky Principals' Academy. The Department is excited about the opportunity to contribute to the effort and to collaborate with the institutions, agencies and partners who have committed support to this initiative.

As Interim Chair of the Department, I will work with the Executive Director to provide any relevant resources to the effort, including but not limited to faculty support, teaching materials and print resources. Of particular relevance to the KPA, nine highly qualified full-time faculty members—all with terminal degrees and P-12 leadership experience—are available to contribute as directed by the Executive Director. These faculty members will be available to contribute as needed during the academy and as mentors to the region.

While I am particularly supportive of the academy being located at EKU, I am also committed to supporting this initiative regardless of the host institution. The objectives and approach of the KPA are closely aligned with the mission of the Department of Educational Leadership and Policy Studies and is evidence of our commitment to outstanding educational leadership in the Commonwealth. Please let me know if I may be of further assistance.

Sincerely,

A handwritten signature in cursive script that reads "Robert B. Biggin".

Robert B. Biggin
Interim Chair, Educational Leadership and Policy Studies



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Fax: (859) 622-8051
www.kecsac.eku.edu



April 23, 2007

Dean Bill Phillips
College of Education
Combs 420
Eastern Kentucky University

Dear Dean Phillips:

The Kentucky Educational Collaborative for State Agency Children (KECSAC) is pleased to support the College of Education's efforts in creating the Kentucky Principals' Academy and is pleased to commit our contacts, experience and expertise towards making the Academy a success.

Since 1992, KECSAC, in collaboration with the Kentucky Department of Education, Department of Juvenile Justice, Mental Health and Mental Retardation Services, and the Department of Community Based Services, has diligently worked towards our mission of insuring all children in Kentucky receive a quality education. KECSAC currently has an MOA with 110 programs in 54 school districts throughout the state of Kentucky that provide educational services to state agency children in a variety of educational settings, including DJJ correctional facilities, mental health day treatments, group homes, and hospitals.

We believe the Kentucky Principals Academy will positively impact the children we serve by providing Kentucky school principals with the knowledge and skills necessary to ensure all students, including state agency children and other at-risk students, are competently prepared for the challenges they will face throughout their education.

The College of Education has a long and successful history of developing quality teachers for Kentucky's public and private schools. KECSAC is confident their efforts in developing school principals will be equally positive and significant for the field of educational leadership..

Sincerely,

Dr. Norman W. Powell
Director

"Working Together to Educate All of Kentucky's Children"
KDE • DCBS • DJJ • DMHMRS • ECU • LEA • SACSAA





EASTERN KENTUCKY UNIVERSITY

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SouthEast/SouthCentral Educational Cooperative
Dr. William Thames, Director
Johnda Bales, Administrative Assistant I
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Cooperative Members:

Bell County
Berea Independent
Burgin Independent
Casey County
Corbin Independent
East Bernstadt Independent
Estill County
Garrard County
Jackson County
Lincoln County
Madison County
McCreary County
Mercer County
Middlesboro Independent
Monticello Independent
Pineville Independent
Powell County
Pulaski County
Rockcastle County
Russell County
Science Hill Independent
Somerset Independent
Wayne County
Whitley County
Eastern Kentucky University
-Model Laboratory School

April 24, 2007

Dr. Bill Phillips, Dean
College of Education
Eastern Kentucky University
420 Bert Combs Building
Richmond, Kentucky 40475

Dear Dr. Phillips,

The SouthEast / SouthCentral Educational Cooperative would like to take this opportunity to indicate its support for the application that you are planning to submit regarding intent to host the Kentucky Principals' Academy.

As you know, our cooperative has provided a Principals' Academy each summer for several years. Like you, we recognize the importance of providing quality leadership training to this essential group of educational leaders. Our cooperative will assist in any way that you determine that we can be of benefit from either an administrative or delivery perspective.

We commend you for your effort in this endeavor and feel confident that your team will deliver a quality program.

Respectively,

William Thames, Director
SouthEast / SouthCentral Educational Cooperative



KENTUCKY CENTER FOR SCHOOL SAFETY
Eastern Kentucky University
105 Stratton Building
521 Lancaster Avenue
Richmond, Kentucky 40475-3102
Phone (859) 622-2898
Fax (859) 622-8001



Toll Free (877) 805-4277
www.kynafeschools.org

April 27, 2007

William Phillips, PhD
Dean, College of Education
Eastern Kentucky University
521 Lancaster Ave
Richmond KY 40475

Dear Dr. Phillips:

On behalf of the Kentucky Center for School Safety, I am writing in support of your application to become the host institution for the Kentucky Principals' Academy. We are excited about the opportunity to collaborate with the institutions, agencies and partners who have pledged support to this initiative and believe that locating the KPA in Richmond, Kentucky at EKU is the wisest choice.

The Kentucky Center for School Safety will be happy to serve as a resource for the Kentucky Principals' Academy should your application be approved. We thank you for taking the lead on this effort and look forward to working with you.

Our involvement with KPA is not only very important in improving the quality of Kentucky's school leaders, but it also serves to further the commitment we have at the Kentucky Center for School Safety in maximizing school safety throughout the state. We gladly support this initiative. Please let me know if I can be of further assistance.

Sincerely,

Jon R. Akers
Executive Director



Kentucky Center for School Safety Collaborative Partners
Eastern Kentucky University • Murray State University • University of Kentucky • Kentucky School Boards Association

Attachment C

External Letters



*parents, teachers, and principals
making schools work for kids*

April 16, 2007

William Phillips, PhD
Dean, College of Education
Eastern Kentucky University
521 Lancaster Ave
Richmond KY 40475

Dear Dr. Phillips,

On behalf of the Kentucky Association of School Councils (KASC), I am writing in support for your application to become the host institution for the Kentucky Principals' Academy. We are excited about the opportunity to collaborate with the institutions, agencies and partners who have pledged support to this initiative and believe that locating the KPA in Eastern Kentucky at ECU is a good choice.

As Executive Director of KASC, I will work with the KPA project director to provide training, resources, and support for principals in the program. KASC is especially suited to this role.

- KASC collaborates with principals on a regular and on-going basis as part of our work with school councils.
- KASC is recognized for our comprehensive and exceptional SBDM and professional development training. All KASC training is focused on student achievement, includes authentic experience, and provides specific strategies and resources.
- KASC is responsive to current and immediate needs of school administrators.
- KASC has a well-organized communication system to regularly reach principals with materials and information.

I look forward to collaborating with the other organizations involved in the project and contributing KASC's many resources as needed.

Our involvement with KPA is not only very important in improving the quality of Kentucky's school leaders, but it is also serves to further the mission of Kentucky Association of School Councils and is evidence of our commitment to the community and to Kentucky. We gladly support this initiative. Please let me know if I can be of further assistance.

Sincerely,

A handwritten signature in dark ink that reads "Ronda Harmon".

Ronda Harmon

Executive Director, Kentucky Association of School Councils

RONDA HARMON
P.O. BOX 784
DANVILLE, KY 40423

phone > (859) 238-2188
fax > (859) 238-0806
office > 217 S. Fourth St.
email > rharmon@kasc.net



The Kentucky Network
600 Cooper Drive
Lexington, KY 40502-2296
(859) 258-7000
www.ket.org

April 6, 2007

Dr. Bill Phillips, Dean
EKU College of Education
420 Bert Combs Building
Richmond, KY 40475

Dear Dr. Phillips:

KET is delighted to support Eastern Kentucky University's (EKU) proposal to the Council on Postsecondary Education to serve as the host institution for the Kentucky Principal's Academy. To become the critical hub for leadership training, the host institution will need to utilize all available resources. KET recognizes that with additional financial resources, EKU has the ability to provide high-quality professional development that would strengthen the capacity of current school leaders to work with faculty in changing school and classroom practices to increase student learning and achievement.

EKU has sought out KET and The Collaborative for Teaching and Learning (CTL) to assist them with this endeavor. KET has been a major producer of both state and national professional development programs. On the state level, KET, in partnership with the Kentucky Department of Education, has recently produced *Literacy Strategies in Action*, a CD-ROM-based professional development video resource that principals and instructional leaders can use in teacher trainings. KET also recently completed *Inside Writing Communities, Grades 3-5*, an eight-part professional development workshop for elementary school teachers that premiered nationally in January 2007. It has received tremendous accolades for both content and production quality.

EKU recognizes that good production starts with a solid curriculum base. To that end, The Collaborative for Teaching and Learning and KET could join together to provide curriculum content supported through media for a high-quality principal's training series that could be distributed throughout Kentucky.

CTL, a 501C3 organization based in Louisville, is a national educational consulting company with particular expertise in helping schools become centers of excellence. CTL works with principals and teachers on developing sustainable practices and processes that ensure continuous improvement toward high standards and academic success for all students.

An equal opportunity employer M/F/D.



Dr. Bill Phillips
April 6, 2007
Page 2.

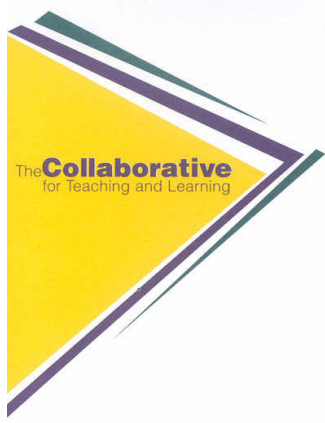
Working with ECU on a project of this nature would be a natural for both KET and CTL and would capitalize on the strengths of each organization. With the above thoughts in mind, I write this letter with the knowledge that CTL and KET would make strong partners for ECU as ECU seeks to become the host institution for principal's training.

Sincerely,

A handwritten signature in dark ink, appearing to read "Bill Wilson". The signature is fluid and cursive, with the first name "Bill" written in a stylized, looped manner and the last name "Wilson" following in a similar cursive script.

William H. Wilson
Deputy Executive Director
for Education and Outreach

c: Mr. Tom Bonny
Dr. Linda Hargan



April 24, 2007

Dr. Bill Phillips, Dean
EKU College of Education
420 Bert Combs Building
Richmond, KY 40475

Dear Dr. Phillips:

I am pleased to send this letter in support of Eastern Kentucky University's (EKU) proposal to the Council on Postsecondary Education (CPE) to serve as the host institution for the Kentucky Principal's Academy. The Collaborative for Teaching and Learning (CTL), as an agency that works directly with schools and school leaders, has experienced first-hand the importance of strong principal leadership. When that leadership is absent, it is difficult institute the types of instructional changes that are needed to improve student learning. We commend the recognition of this need by CPE, and we welcome the opportunity to join with EKU and other partners to proactively address this need.

CTL has extensive experience in design and development of leadership initiatives in Kentucky and elsewhere, and in supporting those initiatives through effective use of technology. The Council of Chief State School Officers and IBM recently contracted with CTL to develop training modules on **Leading Change** to accompany IBM's innovative website containing their Educational Change Toolkit -- www.reinventingeducation.org. This amazing toolkit is available free to educators and can be an invaluable addition to the Principal's Academy, as a continuous source of ideas and resources on all aspects of leadership as well as a vehicle for supporting continuous distance learning of the participants. CTL has just completed three weeks of leadership training on the IBM Education Change Toolkit with 100 school administrators in Florida. CTL also brings to the partnership experience in distance coaching and support of learners, using Tapped In-2 and Blackboard platforms, gained from multiple state and federal grants targeted to leadership in instructional improvement.

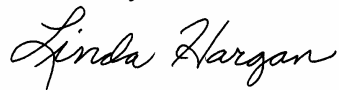
CTL President, Dr. Deborah Walker, is a coauthor of the award-winning book The Constructivist Leader, now in second printing and used as primary text in many university leadership preparation programs, and has lead the development of CTL's **Closing the Gap** initiative, a flexible professional development resource that addresses issues of school culture and high expectations for all learners. In addition, CTL has piloted and implemented a distributed leadership model through a national middle grades research study, and is supportive of this approach being used as proposed by EKU for the Principal's Academy as a critical component for sustainability of new learning.

Dr. Bill Phillips, Dean
April 24, 2007
Page 2

As the name of our organization indicates, we strongly believe in the value of collaboration and the strength multiple partners can bring into any initiative. We are pleased that ECU has also contacted KET as a potential partner, as we have previously worked with both organizations in multiple successful endeavors. Our collective strengths, in addition to those of other partners and supported by the resources allocated by CPE, can result in a world-class Principal's Academy.

We wish you well with your proposal to host this important work to expand the leadership capacity of Kentucky's Principals

Sincerely,



Linda F. Hargan, Ed.D
Founder and Chief Executive Officer

Cc: Dr. William Thames
Executive Director
SESC Educational Cooperative

Dr. Tom Bonny
Assistant Director
SESC Educational Cooperative

William H. Wilson
Deputy Executive Director for Education and Outreach
KET



**Kentucky
Association
of School
Administrators**

152 Consumer Lane
Frankfort, KY 40601
In Frankfort:
(502) 875-3411
Toll Free:
(800) 928-KASA
Fax Line:
(502) 875-4634

www.kasa.org

April 9, 2007

Dr. William Phillips
Dean, College of Education
Eastern Kentucky University
521 Lancaster Ave
Richmond KY 40475

Dear Dr. Phillips,

On behalf of the Kentucky Association of School Administrators (KASA), I am writing in support for your application to become the host institution for the Kentucky Principals' Academy. We are excited about the opportunity to collaborate with the institutions, agencies, and partners who have pledged support to this initiative, and we believe that locating the KPA at ECU would be a wise decision.

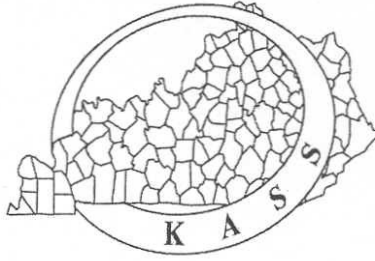
The staff and members of KASA will work with the Executive Director to provide resources that contribute to the success of the Academy. We can identify trainers and materials, connect the Academy to practitioners who can serve as mentors, and offer support services and logistical assistance. We are willing to assist in any way that will allow the Academy to honor its mission of contributing to the quality of Kentucky's principals.

Our involvement with KPA is not only very important in improving the quality of Kentucky's school leaders, but it also serves to further the mission of KASA, by allowing us to demonstrate our commitment to the community and to Kentucky. We gladly support this initiative. Please let me know if I can be of further assistance.

Sincerely,

V. Wayne Young
Executive Director

Kentucky Association of School Superintendents



April 20, 2007

Dean William Phillips, Ph.D.
College of Education
Eastern Kentucky University
521 Lancaster Avenue
Richmond, KY 40475

Dear Dean Phillips:

On behalf of the Kentucky Association of School Superintendents (KASS), I am writing in support of your application to become the host institution for the Kentucky Principals' Academy (KPA). We are excited about the opportunity to collaborate with the institutions, agencies and partners who have pledged support to this initiative and believe Eastern Kentucky University is fully capable of serving as the host institution for the KPA initiative.

KASS is committed to working with the Executive Director of the KPA as a partner in this initiative. Additionally, KASS will support the initiative among our membership and encourage their full support of the academy. Our involvement with KPA is not only very important in improving the quality of Kentucky's school leaders, but it also serves to further the mission of KASS and is evidence of our commitment to our school communities and to the future success of the Commonwealth.

In closing, I encourage you to contact me in the event we can be of assistance in this initiative in the future.

Sincerely,

Blake Haselton

1904 Association Drive
Reston, VA 20191-1537
703.860.0200
(fax) 703.476.5432
www.principals.org



April 17, 2007

Dr. William Phillips, Dean
College of Education
Eastern Kentucky University
521 Lancaster Avenue
Richmond, Kentucky 40475

Dear Dr. Phillips,

The National Association of Secondary School Principals (NASSP) enthusiastically extends support for your application to become the host institution for the Kentucky Principals' Academy. We are excited about the opportunity to collaborate with the institutions, agencies and partners who have pledged support to this the development of excellence in school leadership. Based on our conversations with staff members at Eastern Kentucky and their previous success in the preparation of strong school leaders, I believe that a decision to locate the Principals' Academy there is a sound one.

The NASSP office of Professional Development Services will work with the Executive Director and staff of the Principals' Academy to provide professional development individualized on the basis of professional skills diagnosis. Utilizing technology and refinements to professional skills assessment methodology introduced in Kentucky during the early years of the Kentucky Education Reform Act. Additionally, NASSP will provide a wide variety of professional development strategies and provide professional development to enhance the capacity of the Principal Academy staff to deliver those strategies.

Our involvement with the Kentucky Principals' Academy is not only very important in improving the quality of Kentucky's school leaders, but it is also serves to further our primary mission of promoting excellence in middle level and high school leadership and is evidence of our commitment to the larger education community and to the Commonwealth of Kentucky. We gladly support the Principals' Academy initiative and its placement at Eastern Kentucky University. Please let me know if I can be of further assistance.

Sincerely,

Richard A. Flanary
Director
Professional Development Services

promoting excellence in middle and high school leadership



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Jack Herlihy, Associate Professor
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406 Combs Building
521 Lancaster Avenue
Richmond, Kentucky 40475-3102
(859) 622-1128 Fax (859) 622- 1126
Jack.Herlihy@eku.edu

April 25, 2007

Dr. Bill Phillips, Dean
EKU College of Education
420 Bert Combs Building
Richmond, KY 40475

Dear Dr Phillips:

I am pleased to send this letter in support of Eastern Kentucky University's proposal to the Council on Postsecondary Education (CPE) to serve as the host institution for the Kentucky Principals' Academy.

As a board member for the National Council of Professors of Education Administration (NCPEA) who has first hand experience in the principal's leadership role we commend Eastern Kentucky University for its leadership and we commit our resources to a collaborative effort to enhance leadership in Kentucky public schools. We also have a relationship with Connexions as a tool to disseminate professional development throughout the commonwealth of Kentucky.

We are anxious to partner our resources with Eastern Kentucky University. We wish you well with your proposal to host this important work.

Sincerely,

A handwritten signature in black ink, appearing to read "Jack Herlihy".

Jack Herlihy
NCPEA Executive Board of Directors





April 5, 2007

William Phillips, PhD
Dean, College of Education
Eastern Kentucky University
521 Lancaster Ave
Richmond KY 40475

Dear Dr. Phillips,

On behalf of The Rural School and Community Trust, I am writing in support for your application to become the host institution for the Kentucky Principals' Academy. We are excited about the opportunity to collaborate with the institutions, agencies, and partners who have pledged support to this initiative and believe that locating the KPA in Eastern Kentucky at ECU is the wisest choice.

As President of the Rural Trust, I will work with the Executive Director to provide professional development services and materials geared toward enhancing leadership capacity. Our involvement will allow the Academy to offer experiences and trainings that are informed by an awareness of the unique challenges and opportunities shared by Kentucky's many rural schools. Additionally, we can provide technical support for research initiatives designed to improve policy and practice in Pre-K-12 educational settings across the Commonwealth.

Our involvement with KPA is not only very important in improving the quality of Kentucky's school leaders, but it also serves to further the mission of the Rural Trust and is evidence of our commitment to schools and the communities they serve. We gladly support this initiative. Please let me know if I can be of further assistance.

Sincerely,

Rachel B. Tompkins
President



**420 Wells Hall
Murray State University
Murray, KY 42071**

April 30, 2007

William Phillips, PhD
Dean, College of Education
Eastern Kentucky University
521 Lancaster Ave
Richmond KY 40475

Dear Dr. Phillips,

On behalf of West Kentucky Educational Cooperative, I am writing in support for your application to become the host institution for the Kentucky Principals' Academy. We are excited about the opportunity to collaborate with the institutions, agencies and partners who have pledged support to this initiative and believe that locating the KPA in Eastern Kentucky at ECU is the wisest choice.

Our involvement with KPA is not only very important in improving the quality of Kentucky's school leaders, but it also serves to further the mission of the West Kentucky Educational Cooperative and is evidence of our commitment to the community and to Kentucky. We gladly support this initiative. Please let me know if I can be of further assistance.

Sincerely,

John C. Settle, Ed.D.



CHAIRPERSON
Tim Eaton
CHAIRPERSON - ELECT
Kelley Crain
PAST CHAIRPERSON
Bruce Johnson
EXECUTIVE DIRECTOR
Stan Riggs

KEDC MEMBERS
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Ashland Com Tech College
Augusta Independent
Barbourville Independent
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Russellville Independent
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University of Kentucky
Wayne County
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Williamsburg Independent
Wolfe County

April 27, 2007

William Phillips, PhD
Dean, College of Education
Eastern Kentucky University
521 Lancaster Ave
Richmond KY 40475

Dear Dr. Phillips,

On behalf of the Kentucky Educational Development Corporation (KEDC), I am writing in support for your application to become the host institution for the Kentucky Principals' Academy. We are excited about the opportunity to collaborate with the institutions, agencies and partners who have pledged support to this initiative and believe that locating the KPA in Eastern Kentucky at ECU is the wisest choice.

KEDC's Leadership Team will work with the Executive Director to deliver training opportunities for principals to help them develop professional learning communities and strong instructional support teams. Additionally, we will support regional delivery of the training and assist with coaching efforts as a follow-up to the professional development sessions.

Our involvement with KPA is not only very important in improving the quality of Kentucky's school leaders, but it also serves to further the mission of KEDC to "Help Make Our Schools Great!" Participation in this effort will be evidence of our commitment to helping our schools, communities, and Kentucky go from good to great. We gladly support this initiative. Please let me know if I can be of further assistance.

Sincerely,

Stan Riggs,
Executive Director

April 9, 2007

Dr. Bill Phillips, Dean
EKU College of Education
420 Bert Combs Building
Richmond, KY 40475

Dear Dean Phillips

This letter is intended to express Wilderness Trail Educational Cooperative's support for a partnership to work with Eastern Kentucky University's College of Education in the planning, development and possible presentation for the Kentucky Principal's Academy.

We recognize the efforts put forth by Eastern Kentucky University as they have prepared principals and other administrators for the field in the past. We also recognize the potential benefits of partnering with our cooperative to strengthen this preparation for the principals of the future. We understand that the full extent of our role as partners will be determined in future discussions with Eastern Kentucky University, but will likely include planning and developing coursework.

We look forward to working with Eastern Kentucky University and South East/South Central Educational Cooperative to improve the education of students in Kentucky by increasing the knowledge of educators. If you should have need to contact our cooperative, we may be reached at the numbers contained within this letter.

Respectfully Yours

Tishana L. Cundiff, Professional Development Chairperson WTEC
Tishana.cundiff@casey.kyschools.us
606-787-6941
Belinda Bowling, Executive Board Chairperson WTEC
Belinda.bowling@berea.kyschools.us
859-986-3249